

## PERFORMANCE APPRAISALS

### Policy:

It is the policy of the Adjutant General's Department that the job performance of each employee should be evaluated periodically by the employee's supervisor.

### Comment:

- (1) Supervisors should complete performance appraisals upon the following occasions:
  - (a) By the end of the first six months of employment;
  - (b) In conjunction with the anniversary date of employment;
  - (c) When the employee is transferred or promoted to a new job;
  - (d) When the employee is assigned to a new supervisor; and
  - (e) When a reduction in staff is necessary.

If a performance appraisal has been completed within one month of the above occasions, a new appraisal does not need to be completed. Between scheduled appraisals, supervisors should discuss with employees on an informal basis any performance issues that require attention and should keep records of any significant incidents.

- (2) In evaluating employees, supervisors should consider factors such as the experience and training of the employee, the job description, and the employee's attainment of previously set objectives and goals. Other factors that normally should be considered include knowledge of the job, quantity and quality of work, promptness in completing assignments, cooperation, initiative, reliability, attendance, judgment, conduct, and acceptance of responsibility.
- (3) Supervisors should prepare a written appraisal of each employee's job performance. The appraisal should include the supervisor's comments and recommendations, an action plan for both the employee and supervisor, and performance goals for the next evaluation period.
- (4) Department heads should review each supervisor's written evaluation to help assure that the evaluation has been completed properly in as fair and objective a manner as possible.
- (5) After the written evaluation has been reviewed by the department head, the supervisor and employee should meet and discuss the evaluation, assess the employee's strengths and weaknesses in a constructive manner, and set objectives and goals for the coming period. The employee should be given the opportunity to examine the evaluation and make written comments about any aspect of it. The employee and supervisor then should sign and date the evaluation and forward it to the Human Resources Department for review and inclusion in the employee's personnel file.
- (6) In addition to adding written comments to their performance appraisal, employees may request a review by their department head or the Human Resources Department.
- (7) Information derived from the performance appraisal may be considered when making decisions affecting training, pay, promotion, transfer, or continued employment.